

THE Maple Leaf LA Feuille d'érable

March 2016, Volume 19, Number 3

Keeping the Defence Team informed

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MALARIA PREVENTION IN THE CAF

It is essential for CAF personnel to prepare for their deployments around the world, which include pre-emptive preparations to prevent tropical diseases such as malaria.

Malaria is a serious and sometimes fatal disease that is spread to humans by the bite of an infected mosquito. It wreaks havoc in areas of the world where it occurs and continues to affect military personnel. While there is no vaccine to combat malaria, there are several anti-malarial medications (sometimes called "malaria pills" or chemoprophylaxis) that can be used to prevent it. For most areas of the world where malaria occurs, the CAF recommends its members use one of three medications: doxycycline, atovaquone-proguanil (also called Malarone) or mefloquine. The use of one of these medications, along with measures to prevent mosquito bites, like bed nets and topical repellents, provides a very high level of protection against malaria.

All three types of malaria pills have been approved for use by Health Canada, and are recommended as equally effective options by the Canadian Committee to Advise on Tropical Medicine and Travel (CAIEMAT). CAIEMAT includes experts on tropical medicine and travel, and develops its guidelines based on scientific evidence and best medical practices.

Before travelling, members will meet with their health care provider

to discuss options for malaria pills. The choice will be based on an individual's preferences, as well as the travel itinerary, underlying health status, other medications being taken, the risk of adverse drug reactions, and past history of malaria pills usage.

As with any drug, use of malaria pills can cause unwanted side effects. These are usually mild but can, in rare instances, be serious. Members should contact their health care provider as soon as possible if, after using malaria pills, they experience any side effects. Depending on the nature of the effect, there are several options available, including continuing to use the medication or switching to another type of malaria pill.

Mefloquine, doxycycline and atovaquone-proguanil continue to be recommended for prevention of malaria by CAIEMAT and other public health authorities, and the CAF will continue to follow the advice of these expert groups. If there is any new information on any of the malaria pills, the CAF, along with public health authorities, will review and adjust recommendations accordingly.

It is ultimately up to individual CAF members, in consultation with their health care provider, to make a personal and informed decision on which malaria pill they wish to be prescribed.

For further information, visit: <http://travel.gc.ca/travelling/health-safety/diseases> •

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DEFENCE TEAM AND CANADIAN BLOOD SERVICES-IN IT TO GIVE

The final results are in, and we're pleased to celebrate that in 2015, the Defence Team contributed an astounding 5800 lifesaving donations through our national partnership with Canadian Blood Services! Thank you to everyone who participated.

EX TRILLIUM RESPONSE

The Canadian Rangers set up a wall of tents in Pickle Lake Township, during Ex TRILLIUM RESPONSE.

The annual domestic winter exercise in Northern Ontario involved 13 First Nations communities and was held February 13-21. Participation in this unique First Nation survival training was facilitated by 3rd Canadian Ranger Patrol Group.



PHOTO: Cpl. Max Schmitt



Q.



Why should members of the Defence Team use iAsk?

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A.



iAsk will allow members of the Defence Team to submit important questions impacting the workplace, or the future of the Defence Team to senior Defence leaders. Questions and answers will be featured on the iAsk page of the Defence Team intranet.

Submitting your questions is quick and easy. Visit the iAsk page on the Defence Team intranet site at dt.mil.ca (Let's Talk tab) for more information.

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COVER:

A member of Bravo Company, 3 R22R fires a C9 light machine-gun during the final assault during Ex RAFALE BLANCHE in Valcartier, Quebec.

Photo: Cpl. Andrew Wesley



CORPORATE SECRETARY enables decision-making at Defence

Larry Surtees, Defence's Corporate Secretary, recently spoke about how his team operates in the background to ensure that the decision-making process at Defence is equipped with the information required to make the right decisions, at the right time.

Q: Please explain your role as Corporate Secretary.

A: As the Corporate Secretary at National Defence, I support the Deputy Minister (DM) and the Chief of the Defence Staff (CDS) in a number of activities.

I enable executive decision making through the coordination of Defence senior level governance committees. I provide customized corporate services providing administrative and professional services to the Ministers, and Parliamentary Secretary. I am responsible for the Directorate of Access to Information and Privacy, the publication of Defence Administrative Orders and Directives (DAOs), Canadian Forces Administration Orders (CFAOs), and Queen's Regulations & Orders (QR&Os).

The Corporate Secretary is an organization of about 135 people, and we provide a number of corporate support roles within the department.

From an organizational perspective, we look after the access to information and privacy framework, so that we can respond to the legislation. We have a number of people who provide advice to Level 1s and do the final cut on what we release under accessed information and privacy.

We also have a group supporting the Minister and the Associate Minister. We are responsible for ministerial correspondence, the administrative support for them, and we act as the interface between the department and the Minister's office.

I have another group that looks after Corporate and Strategic Services. Services at a strategic level. They coordinate our departmental DAOs and QR&Os.

Finally, I have a group that deals with governance, which is the primary part of my role. Governance at Defence is the decision-making

process and making sure that it works well at the most senior levels.

The Corporate Secretary, if you were to boil it down, operates in the background to make sure that the decision process at Defence – the decisions that are made by the DM and the CDS – are made with the information that they require to make the appropriate decision at the right time.

Q: How does the Corporate Secretary support senior management?

A: Within the NDHQ structure, I report to the DM, and I support the DM and the CDS by coordinating their most senior-level meetings of their advisors. We schedule them, we set up the rooms, we do the agendas for them, and we just sort of make those things happen. We also do a lot of meetings outside of the department. For example, if the Departmental Management Committee, the most senior level committee of all the Level 1s, wants to have an offsite meeting, we'll make all the arrangements for that and we'll set them up. We also work closely with the Vice Chief of Defence Staff in setting the correct agenda for these meetings.

We support the Minister with a whole team of people who provide corporate support and administrative support to his office, that's one of our major roles. We will help them coordinate their travel, we'll help them coordinate the expenditure of funds, and setting up their meetings, and making sure they get the briefings that they need in a timely manner. We also act as the interface between the Minister's office, the Department, and the CAF.

Finally, we support all of the Level 1s, the Deputy Minister, and the Minister in creating a framework under which we can respond to accessed information and privacy requests.



The Corporate Secretary, led by Larry Surtees, provides innovative executive and corporate services that proactively respond to the Defence Team's needs to facilitate the business process.

Q: How does this role benefit the Defence Team?

A: That's an interesting question because most of the time it's behind the scenes and we enable things. First, we coordinate the DAO collection and the QR&Os, which are used by all members of the Defence Team in the various jobs that they do. We also arrange for the timely decisions that are made by the DM and the CDS, and timely decisions are important to us all so that we can get on and do the work that we do.

Usually, in the headquarters environment, we aren't directly involved in the work that is done at the base and stations. By making things at headquarters work smoothly and efficiently for the DM and the CDS and the other Level 1s, we economize the time that they're in meetings so they can focus on what is needed to allow our large and diverse organization to get the job done and obtain results.

Q: What are the key challenges and successes?

A: The key challenge, as in any job, is understanding the priorities. In our job, the priorities shift on a regular basis. Can you imagine setting up a meeting of 27 executives all at the same time, and trying to work that into their schedule? That's one of the challenges that my team has.

We also do most of our work by working with others. We work with the whole Defence Team to respond to access to information and privacy requests. We work with the whole Team in creating the DAO collection and the QR&Os. We work with other people to achieve results, and that's always a challenge because you are having to coordinate meetings and bring people along at the pace that you need them brought along. But it works very well in the Corporate Secretary because of the excellent people that we have and the hard work that they put into doing this job.

Q: How does Defence Renewal benefit the organization?

A: Defence Renewal, from a Corporate Secretary perspective, has been a benefit because we've been able to get three initiatives under the organizational practice component of Defence Renewal, that are allowing us to put forward some of the activities that we need to do.

One initiative is a Governance Review, which means revising the organization and accountability document. This describes how we are organized in the headquarters, the accountabilities of all the Level 1s and how we do our business at the headquarters level. We are then following that up with a review of whether we have the committee structure to support decision-making right.

Another initiative is trying to identify a core number of strategic documents that will help everybody understand what we're trying to do at Defence; what we call the "Strategic Intent". Right now we've identified about 60 documents that have strategic intent in them, and if anybody can figure out what we're trying to do from those, they deserve a bonus. What we're trying to do is come up with a handful of very key documents that will simply explain to people what we do and what our strategic intent is.

The third Defence Renewal initiative relates to the DAOs, revising them and bringing them up-to-date, while getting rid of the CFAOs. CFAOs have been around for a long time and were supposed to be cancelled in the 90s; we still have a number of them around. We need to retire them and move forward with just our DAOs. By working with Defence Renewal, we're able to get the effort from everybody to help us make this happen.

Q: What's the most rewarding part of your job?

A: The favourite part of my job is working with employees. That's what our leadership is about in the Corporate Secretary. We create the environment, we give people the tools, and then we basically sit back and watch what our staff does, and they amaze us every time. That's what I like about my job. ♦



Larry Surtees talks to a member of the Defence Team at the 2015 DND/CF Celebrating Excellence Awards ceremony.



AUSTRALIANS AND CANADIANS: A PROVEN NAVAL TEAM

Members of the Royal Canadian Navy contributed to counter-terrorism and maritime security operations in the Middle East, when they partnered with the Royal Australian Navy.

The seven RCN members, who are part of Operation ARTEMIS, Canada's contribution to Combined Task Force 150 (CTF-150), worked as battle watch assistants, maritime surface and sub-surface (MARS) officers in the role of battle watch captains, a logistics officer, and a MARS officer contributing to planning and training.

The Canadians' journey to Bahrain started in Watson's Bay in Sydney, Australia. There, they began preparations for integrating into the Australian command staff of CTF-150 marking the continuation of a successful Canadian-Australian partnership.

For three weeks, the Canadian contingent underwent rigorous training exercises consisting of scenarios they might encounter during their deployment. During this training, they were mentored by a specialized team of RAN sailors who had served in previous CTF-150 rotations.

CTF-150's mission is to promote maritime security in order to counter terrorist acts and

related illegal activities, which terrorists use to fund or conceal their movements. The CTF-150 area of operations (AO) covers a vast swath of water including the Red Sea, Gulf of Aden, most of the Indian Ocean, and the Gulf of Oman. CTF-150 is one of three task forces that comprise the Combined Maritime Force, a multi-national partnership created to defeat terrorism, prevent piracy, and encourage regional co-operation in the greater Arabian Gulf region.

The newly-formed command team wasted no time getting into the mission. Coordinating a group of hardworking ships at sea from their location in Bahrain, CTF-150 staff identified and tracked vessels of interest within their AO. More than 334 kg of heroin has been taken from the hands of narcotics smugglers at sea.

The seizure and destruction of these drugs in the first two months of operations, under the current command, has deprived international terrorist organizations of an estimated \$43 million USD of funding and directly contributed to the safe passage of merchant ships through the region. ♦



Drugs discovered that were hidden onboard a fishing vessel intercepted by HMAS Melbourne. After being seized the illegal narcotics were transferred to HMAS Melbourne for analysis and disposal at sea.

Operation IMPACT – MISSION REFOCUS

Canada will be playing a different role under Operation IMPACT, as it helps Iraqi security forces achieve long-term success through self-sustainable security.

During discussions with the Government of Iraq and coalition partners, the Government of Canada is implementing a renewed and broadened whole-of-government approach to the fight against ISIL. The main areas of engagement are human assistance, building resilience, political engagement, security and stability.

Op IMPACT will see the continuation of air-to-air refuelling

and aerial intelligence, surveillance, and reconnaissance missions in support of coalition air operations. It also intensifies our efforts to train Iraqi security forces and to support our coalition and regional partners in the campaign against ISIL.

The CAF is responsible for the security and stability of the area, and will see an increase in its contribution of military capabilities and personnel. The military engagement in Iraq and Syria under Op IMPACT is extended until March 31, 2017.

Under Op IMPACT, the CAF conducted air operations,

provided training and assistance to the Iraqi security forces, provided capacity building capabilities to regional forces, and support the coalition with highly skilled personnel.

The total number of personnel deployed increased to a maximum of 830 CAF members from the previous mandated level of 600 personnel and 69 advisors working in an advisory and assistance role to the Iraqi security forces.

The six CF-18 Hornets, along with associated aircrew and support personnel, has begun their return to Canada. ♦



A RCAF CC-150T Polaris prepares for take-off before an air-to-air refuelling mission.

OP CARIBBE



A member of the US Coast Guard law enforcement detachment working onboard HMCS Summerside takes a closer look at a fishing vessel while patrolling during Op CARIBBE.

Planning the future with the **GUATEMALAN ARMED FORCES**

Thanks to the Canadian Forces College (CFC) in Toronto, 38 Guatemalan Armed Forces students obtained operational skills and knowledge to function as junior staff officers in a joint or combined HQ.

The CAI instructors delivered the nine-day Joint Staff Operations course, which teaches the Operational Planning Process, at Guatemala's *Comando Regional de Entrenamiento de Operaciones de Mantenimiento de Paz*, a training site in Cobán, north of Guatemala City in mid-February.

"I expect that their operational planning skills will improve directly based upon what we delivered for them," said Lieutenant-Colonel Rick Williams, JSOP director of program support at the CFC.

Picking up and taking the course overseas as such goes beyond the scope of normal CTC operations. This course was conducted at the request of the Directorate Military Training Cooperation (DMTC), a progressive cell under ADM(Pol), which implements the Department's approach to "defence diplomacy" programs that help advance Canada's contribution to international peace and security.

Every year, MILPERSGEN makes a significant contribution to training and educating international partners. Through our engagement and partnership efforts we connect with over 300 international students from more than 25 countries, both in Canada and abroad. The terrific contribution of CFC is a great example of how we are having a meaningful international impact on behalf of Canadians.

"Central American countries have persistent difficulty dealing with Transnational Criminal Organizations which operate extensively in the area," said Colonel Jamie Cade, Canadian Defence Attaché for Mexico and Central America.

Delivering the JSOP goes a long way to improve the GAI's staff planning capacity starting at their combined operation centre, as well as with future planners at subordinate levels throughout the GAI.



Students of the Guatemalan Armed Forces learn "operational design" on the Joint Staff Operations Program.

"The role that the CAF can play here is assisting them to develop their force generation, command and control, and operational planning capacities," added Col Cade.

The CFC is part of the Canadian Defence Academy - the Military Personnel Generation (MILPERSGEN)'s Education Group. MILPERSGEN HQ in Kingston, Ont. oversees engagement activities such as the conduct of CFC courses abroad through education programs.

Col Dalton Côté, the Director of External Engagements and Partnerships, highlighted that this effort is part of MII PERSCEN's broader contribution to defence diplomacy. ♦

SAR techs train in Iceland

Members of 103 Search and Rescue Squadron from 9 Wing Gander trained with the Icelandic Coast Guard and local search and rescue teams, during the ICE-SAR exercise that took place February 9-12.

RCAF personnel along with a CH-149 Cormorant helicopter took part in multiple

exercise scenarios that included training with an Icelandic Coast Guard vessel. They also conducted inland and glacier search and rescue joint exercises. As well there were visits to various local Icelandic Coast Guard locations and facilities as well as a NATO air station at Keflavik.



Members from 103 Squadron Gander, NL, onboard a CH-149 Cormorant helicopter hoist a stretcher down during an inland mountain rescue scenario with members from the ICE-SARI in Newfoundland, Ireland.

SAR Tech Sgt. Sean Daniels was hoisted down from a CH-149 Cormorant helicopter into the Iceland Coast Guard vessel Thor during a hoisting from ship scenario in Neskautastadir, Iceland.

EX RAFALE BLANCHE

Spr Mathieu Rivla Maille and Spr Tommy Cabana from 5^e Régiment du génie de combat on the firing range with the Carl Gustav 84 mm recoilless rifle during Ex RAFALE BLANCHE, an annual winter exercise for the units of the 5th Canadian Brigade Mechanized Group from 2nd Canadian Division Support Base Valcartier Que. The exercise prepares the troops for operations at home and abroad in various conditions.



Members from the ICE-SAR wait inside their vehicle while a CH-149 Cormorant helicopter from 103 Squadron Gander, NL, lands on Langjökull glacier during a Joint SAR exercise held in Iceland on February 10.

PEER SUPPORT WORK "REALLY HITS HOME" FOR PETAWAWA SOLDIERS

The soldiers behind a peer support program at 4th Canadian Division Support Base Petawawa say the program has helped them as much as it has their comrades.

Sergeant Graham Ridley and Corporal Saxon Murray, both members of 2 Combat Engineer Regiment (2 CER), bring their own experiences with operational stress injury (OSI) into play, which Sgt Ridley said ranges from supporting others who have suffered OSIs, such as post-traumatic stress disorder (PTSD), to offering career guidance. The program officially got underway just over a year ago.

Both trained to be peer support coordinators with the Operational Stress Injury Social Support (OSISS) program, a joint initiative of DND and Veterans Affairs Canada, which was created in 2001.

"I can't say it's any one specific thing," Sgt Ridley explained. "The program is based around social support for OSIs and for people struggling with something, but if somebody comes down to see us about something else, we're not going to turn around and say no. It's been everything from guys just trying to figure out whether they should sign up again, or get out to what other jobs are out there."

REWARDING OPPORTUNITY

Both say they are glad to have the opportunity to offer the benefit of their own experiences to their peers.

"One thing I dealt with a lot through all those years was, I wanted to get help a lot of



*"If it's prevented a suicide,
how do you put a price on that?"*

—MWO Cal Schrader

the time but I would try to hide it," said Cpl Murray, who began experiencing flashbacks and anxiety after being injured in an IED explosion in Afghanistan. "This included me abusing drugs like painkillers and drinking, all that stuff, to try to avoid the fact that there was something wrong with me, so I could show up at work and do my job. So I thought that it would be good to be able to help people in my shoes. Just being somebody to point in the right

direction so they don't try to hide their problems and they get that help.

"For me, the most rewarding part is working with guys who have had their own struggles with PTSD and depression from deployment," added Sgt Ridley. "And to see them getting back into it, that really hits home for me."

Sgt Ridley first came to the OSISS program as a client after being diagnosed with PTSD

following a traumatic experience during his deployment to Afghanistan.

"I've been involved in the program myself," Sgt Ridley said. "I've been attending groups and participating in OSISS activities when things weren't going too well for me and I found it to be a big help. As I started getting better I figured, why not pay it forward?"

THE DRIVING FORCE

Master Warrant Officer Cal Schrader, who also serves with 2 CER in addition to being Sergeant Major of 26 Counter IED Squadron within the regiment, was a driving force in establishing the program and said he didn't have to look very long to find the right people to lead it.

"They've both been through it and there are a lot of people here that could use some help," he said. "They've gone through the system and they're both smart enough and capable enough and well-respected enough that they would be perfect for that position. It just made sense."

How successful the program has been to date is difficult to measure, MWO Schrader added, but he has little doubt it is making a difference.

"It's one of those things that are hard to put a measure on because they do respect the confidentiality," he said. "And that's important in order to maintain trust. But from all the feedback I get, they're busy enough there and, really, if they've helped one person it's more than paid for itself. If it's prevented a suicide, how do you put a price on that?"

In addition to the OSISS program, there are a number of peer-support programs in place across the CAF. One such initiative, the Sentinels Program, is an Army resource that originated in 2nd Canadian Division in 2007. It was used in Afghanistan to support soldiers there in 2010. ♦



One of Canada's newly acquired CH-148 Cyclone helicopters practices landing procedures on HMCS Halifax off the coast of Nova Scotia

HMCS HALIFAX PARTICIPATES IN CYCLONE HELICOPTER MILESTONE FLIGHT

The first CH-148 Cyclone helicopter, fully manned by RCAF personnel, successfully landed on HMCS Halifax, off the coast of Nova Scotia on January 27.

HMCS Halifax first commenced Ship Helo Operating Limits (SHOL) trials in January 2015 and spent five months working with the CH-148 Cyclone helicopter, conducting tests and trials in order to determine the operating limits and best practices for the new helicopter. Having recommenced the SHOL trials in January 2016, the crew of Halifax was happy to be a part of this milestone flight for the RCAF.

"This week's milestone achievement represents a great step forward towards full integration of the Cyclone helicopter into RCN operations," Commander Graham

Roberts, HMCS Halifax commanding officer. "Halifax has been extremely impressed with the capabilities of the Cyclone over the past year and we look forward to continuing to work with the helicopter at sea in the coming months."

Captain J.A. Munro, 423 Maritime Helicopter Squadron, Shearwater, the landing signals officer for the first landing, was excited to be a part of the ongoing integration of the Cyclone helicopter.

"This week was an excellent opportunity for pilot force generation and an important milestone in the maritime helicopter project," said Capt Munro.

The personnel at the Helicopter Operational Test and Evaluation Facility (HOTEF) has

been working very hard to help achieve milestones such as this one.

"The CH-148 Cyclone landing on HMCS Halifax is a tangible representation of the hard work and foundational effort that Helicopter Operational Test and Evaluation has invested since the acceptance of the aircraft. HOTEF continues to lead the introduction of the CH-148 Weapon System by verifying the operational capabilities of the aircraft and its in-service support structure," said Major Travis Chapman, CO HOTEF.

HMCS Halifax will continue to operate with the Cyclone helicopter fleet for the remainder of the winter, conducting SHOL trials and furthering the ongoing integration of the Cyclone helicopter into naval operations. ♦

SHIPBORNE AIR CONTROLLER DELTA COURSE FIRST

Leading Seaman Jason Chambers successfully completed the Shipborne Air Controller Delta course (August 28, 2015, until January 22) marking a special time in the Shipborne Air Controller community and the Royal Canadian Navy. LS Chambers is the first sonar operator to attempt, and pass the difficult and complex course. This was the first course opened to sonar and NESOPs, and another course will be held in late 2016.



ASSISTANT DEPUTY MINISTER (INFRASTRUCTURE AND ENVIRONMENT)

BECOMING **SOLE MANAGER**
OF ALL DEFENCE REAL PROPERTY ASSETS

Over the past several years, DND has been gradually bringing together its more than \$26 billion in real property assets, ranging from buildings and armories to roads and works into one portfolio. On April 1, the remaining balance of DND's real property portfolio will be officially transferred to Assistant Deputy Minister (Infrastructure and Environment)

[ADM(IE)], making it the sole real property manager for the entire Defence real property portfolio.

In the March and April issues the *Maple Leaf* will feature stories highlighting the hard work ADM(IE) has been doing to prepare for this fundamental shift.

An opportunity
to reshape our
organization

The Assistant Deputy Minister (Infrastructure and Environment) [ADM(IE)] achieves Full Operational Capacity (FOC) on April 1, having officially reduced the number of real property managers from nine to one.

ADM(IE) sees the centralized management of more than \$26 billion in real property assets as a great opportunity for the organization that has changed a lot since the government mandated it to do so in 2012. Previously, the Navy, Army, Air Force and other DND organizations all managed their own infrastructure. Meaning that DND had nine unique groups managing its real property portfolio.

As part of this transformation, in April 2014, ADM(IE) reduced the number of groups managing its real property assets from nine to four, and in April 2015, ADM(IE) stood up the entire Pacific region, reducing further the number of managers from four to three. Inevitably, there were a few growing pains, with many lessons learned and we will take those lessons forward as the organization "leaves home" and launches into full-fledged "adulthood".

ADM(IE)'s priority is to efficiently manage and build an integrated portfolio of real property assets and to provide excellent service in support of the Canadian Armed Forces. We will update our business processes, explore potential savings and efficiencies, eliminate costly duplication, change the way we manage real property project delivery, and will do all of this in an environmentally sustainable way. ADM(IE) has been working hard to transform the way it does business and to shore up its human resource capacity, so they can fulfill these commitments and continue to do so as we move forward.

As we transition, our core values will remain at the heart of every decision we make: our fundamental duty to support CAF operations, our defence strategy commitments, and our promise to uphold the federal government's environmental agenda and real property objectives.

It takes courage and strength to leave behind what we are used to, and real growth happens when we challenge ourselves. I look forward to meeting the challenges ahead with the help of my dedicated team. To ADM(IE)'s future, may it be bright and brimming with opportunity. ♦

—Janis Pitfield, ADM(IE)

Achieving operational success through new ADM(IE) model

Remaining focused on the ultimate goal of enabling operational success is not just a catch phrase. It's *raison d'être* according to Colonel Kevin Horgan, commander of Real Property Operations. Col Horgan recently shared his thoughts on the ADM(IE) transfer to a single real property portfolio manager.

Q: What is one of the major benefits ADM(IE) will realize as a result of this centralization?

A: I would expect to see a significant reduction and streamlining of processes. Whether it's human resources (HR), project approvals or allocation of funds, we'll be much more efficient. Since achieving Interim Operational Capability (IOC) in 2014 and IOC+ in 2015, the word from the four principal bases where we now manage real property (Esquimalt, Halifax, Comox and Borden) is that we have improved the turnaround time for the initial stage of HR submissions approvals. Previously, getting approvals to staff positions was a long process. For example, the construction engineering section would negotiate internally with the base whenever there was demand to staff a position. That request would then go to the division and would be subject to division priorities. It would then go to the Army and be subject to Army priorities, making it very complicated. Since ADM(IE) is only in the business of supporting real property management, we are able to make the process much more streamlined. That document gets to me in two or three days, where previously it could take weeks, if not months, to get approval for staffing. This is a very positive change.

Q: Has ADM(IE) been able to apply this streamlined approach to other processes?

A: Yes, similarly, we have improved our project approval process. By having approvals stay within the Real Property Operations chain of command and move directly from the bases and wings to the region and to ADM(IE), we have dramatically shortened the turnaround time for these approvals. Funding allocation is another historic improvement. Because funding now comes from ADM(IE) – an internal process through one organization – word can get out at the start of the fiscal year, allowing us to start committing and spending, and getting contracts in place earlier in the year. This means that we can begin delivering on the construction front much earlier in the year. We have eliminated several layers of approvals and this has allowed ADM(IE) to make better use of resources, ensuring those funds are spent on the highest operational requirements that exist in the Canadian Armed Forces. These are all major benefits that ADM(IE) has realized at Esquimalt, Halifax, Comox and Borden, and we are looking forward to sharing these benefits with all our bases and wings after FOC (full operational capability).

Q: ADM(IE) has seen a lot of change over the last two years. How do you plan to manage that change?

A: As we continue to evolve our processes, ADM(IE) will need to be flexible enough to adjust decisions, embrace change and adapt to conditions as they evolve. We have a large portfolio, a large budget, a large workforce; we are complex in every way.



Col Kevin Horgan, commander Real Property Operations, chairs a meeting with a few members of his team.

Inevitably, there will be things we didn't think of, and as we encounter those things we will give new solutions due consideration. There will be no driving through the snowstorm blindly just because that's the direction we decided to take months ago. Very few plans survive contact unchanged. The new ADM(IE) culture will be adaptable and able to adjust to complex and shifting realities.

Q: How will you engage ADM(IE)'s workforce after FOC?

A: Clearly, for an organization as large and diverse as ADM(IE) is about to become, spread across the country, engagement will be a challenge. I will send out regular updates via email. I will continue to travel and hold town halls with people on a regular basis, and I will use any and all communication methods that I can. Successful engagement will depend on our leaders. They will provide sound and reasonable guidance to the folks at the bases and wings. Their teams will know we are here to support our workforce. Our organizational culture will support people coming forward with suggestions and innovations. The transformed ADM(IE) will have a large, experienced workforce, and will be smart enough to listen to our people and to our clients in order to meet their real property needs. We will be willing to test new and innovative ideas. Maybe an idea that works in one region may not work in another. We will be open to that back and forth process. All these factors will add up to ADM(IE)'s future success.

Q: Can ADM(IE) staff expect to see any big changes after FOC?

A: Well, all this will take time. Many of the benefits I've mentioned won't be evident to ADM(IE) personnel in the first days and weeks post-FOC, but in the months and years to come. Managing \$26 billion in infrastructure is a complex endeavour and swift, ill-considered changes would be disastrous. Our buildings are not all going to turn to gold because of this change. ADM(IE) will be using the same pool of resources that existed before FOC. There are certainly some efficiencies to be realized through centralization – elimination of some of the overhead and streamlining of processes – but those changes will happen at a measured and realistic pace and will be realized in the long-term.

DND's architecture and engineering standards getting a much-needed update

ADM(IE)'s transformation brings new and exciting challenges to the Directorate of Architecture and Engineering Services (DAES) as they welcome RCAF's Winnipeg A4 Construction Engineering group to the team.

DAES, located within ADM(IE), is responsible for technical policies, guidance on building and utility design, construction, operation and maintenance. They provide advice and support on the definition, planning, design and implementation of projects. DAES also offers information management services, including guidance on data

management within the Defence Resource Management Information System (DRMIS), the official system of record for DND real property data, as well as developing and implementing a spatial data warehouse of our infrastructure portfolio.

"In the late 1990s, one of DAES' principal policy documents was the Canadian Forces Construction Engineering Manual, the technical standard for the design, operation and maintenance of DND real property assets," says Mark Buckley, DAES chief civil engineer. "In the early 2000s, the Realty Asset Management

Manual was developed. Since that time, the updating of directives, guidelines and standards has been slow, and many policies no longer reflect current industry standards and technology."

To that end, DAES will review existing standards, identify gaps and develop up-to-date, modern architectural, engineering and information management standards and guidelines. "The information management team has already begun to integrate former tools into DRMIS," adds Mr. Buckley. "This update will ensure that all parts of the DND infrastructure community have the tools they need to do their jobs well and will enhance the management of DND's real property portfolio." ♦

Service Transformation at ADM(IE)

As National Defence property management becomes centralized again, ADM(IE) is making service transformation a top priority.

For more than 20 years, decentralized real property management at DND has made it challenging to apply service standards across multiple organizations. In fact, as a service driven organization, ADM(IE) will drive its business objectives based on the needs of its clients and put in place service standards that are industry best. ADM(IE) wants to ensure that its clients know exactly what to expect and when.

Infrastructure and Environment's (IE) Service Transformation initiative will help DND renew the way it fulfills its priorities and unlock efficiencies and savings that can, in turn, be reinvested in support of our military. Whether a client requires resources on environmental services, unexploded explosive ordnance legacy sites, Aboriginal affairs, real property services, fire protection or nuclear safety services, ADM(IE) will be there to help.

Lyse Langevin, director general of Governance, Policy and Strategy, ADM(IE), notes that ADM(IE) wants to change the face of IE by running it more like a service business, one that will deliver high-quality services tailored to meet the needs of the Defence Team.

ADM(IE) will define, document and deliver services consistently across the organization and provide clear, accessible service options in the form of a service catalogue. No longer will an IE client search through multiple layers of bureaucracy only to reach an individual who is able to provide only part of the solution. Their goal is to eliminate the runaround and to be available to all clients at all times.

"There will be clear channels of communication with clear points of contact for distinct issues," says Ms. Langevin. To do this, "we will provide multiple service-delivery channels so clients can easily reach us using the mode of their choice: phone, email, online or in person." To support these service-delivery channels, ADM(IE) will provide knowledgeable and friendly staff who will give clients the information they need, when they need it.

Whether a client comes from within DND or from another organization, ADM(IE) will see to it they receive immediate assistance. And for those working within ADM(IE), the priority is to enable their work by providing the tools necessary to fulfill their new service-centred mandate.



A NEW AUTOMATED METHOD of distributing GPS encryption keys

Canada will be the first allied nation to adopt over-the-air distribution (OTAD), this GPS encryption will protect the CAF's GPS from malicious behaviour: jamming and spoofing.

"Let's say I'm talking to another person. To interfere or jam, you would just talk louder than me, and they wouldn't hear me," explains Lieutenant-Colonel Pierre Blais, navigation warfare (NAVWAR) lead for Director General Space, spoofing is more of a deceptive tactic. "You imitate my voice and you tell the other person something, but there is no way for that person to know it's not me," says Lt Col Blais. "You are getting the wrong information, but you don't know you are getting the wrong information."

CHOOSING NOT TO USE IT

Some users find the current process required to load GPS encryption keys on a receiving device—whether a handheld device or a vehicle—to be complicated and time consuming. And each device must be manually updated one at a time. As a result many users choose not to use encryption and unwittingly expose themselves to risk.

The efficient and secure method of OTAD of GPS encryption keys for compatible GPS receivers is the collaboration between the CAF, the Director General Space, Defence Research and Development Canada (DRDC), and the US Department of Defense.

"The information that we get from GPS is very important to almost everything we do, whether it's navigation or communications," said Lt Col Blais. "If we didn't implement OTAD, the risk would be that people could be exposed to GPS jamming or spoofing."

OTAD aims to improve on the current protection against both jamming and spoofing by making it easier to load encryption keys on each GPS device, making the use of encryption more ubiquitous.

MEDIATING RISK

DRDC's expertise in GPS and navigation was used to ensure the new method presented no risk to current CAF military GPS users. In

August 2014, the Canadian Army and DRDC participated in a one-week trial with the US to test the new method of key distribution.

WHO WILL THIS AFFECT?

Between 8000 to 10 000 newer GPS receivers, such as the handheld Defence Advanced GPS Receivers, or "DAGR" units the Canadian Army uses, will be able to take advantage of automated distribution of encrypted GPS, with less effort required on the part of users than the previous method. Once a receiver is configured, encrypted keys will automatically update on a monthly basis and will not need to be updated for a year, provided the receiver is allowed to track satellites at least once per month and is not "zeroed", or erased.

Using automated OTAD will mean more devices are likely to be protected by encryption as multiple devices can be updated automatically.

The use of GPS is ubiquitous during operations and having access to trusted position, navigation and timing data is critical to CAF operations.

"You get this trust from the encryption," said Jeff Bird, DRDC navigation warfare defence scientist. "That's really important. It allows you to know that you are connected to the real satellites, over an encrypted link." As a result, the new method stands to increase the security of operations overall.

DRDC's military grade GPS simulators, which act as artificial GPS satellites, can test any GPS device.

"I think, because of the expertise and the equipment that we've developed here to support GPS and Navigation Warfare, this has allowed us to bring this operational capability to the users, to Canada, quicker than other nations," said Mr. Bird.

"I know many countries would like to have it. Currently we're the only country outside the US to have access to OTAD," added Lt Col Blais. DG Space is engaging with all of the stakeholders and environmental commanders to get the news out about this capability and to ensure the OTAD process is included in future training in support of PNT information assurance. ♦

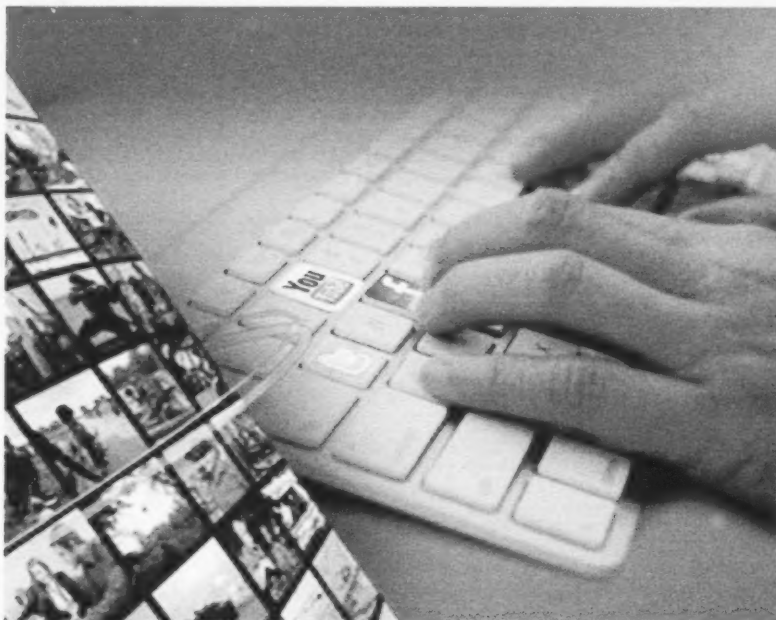
Joint Task Force X (JTF X), based at CFB Kingston, provides strategic, operational and tactical human intelligence resources in support of DND/CAF programs and operations. Are you up to the challenge?



He has important information.
You have one bus ride to collect it.



Are you up to the challenge?
Become a Source Handler
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**DEFENCE TEAM
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FACEBOOK, AND
TWITTER ACCOUNTS.**

Snowmobiles, rations and toboggans: logistics at -40°C

In the fuselage of a CC-130, comfort is minimal with the incessant roar of the engines, as CAF personnel head to the 55th parallel for Exercise RÉACTION ROYALE.

Landing in Puvirnituq, a village of 1200 inhabitants located on the hills overlooking Hudson's Bay, a small group of CAF personnel from 2 Battalion, Royal 22 Regiment prepared the area for Ex REACTION ROYALE.

The Arctic environment is arid and austere, with heavy winds and temperatures in February averaging -25°C, seven soldiers handled the materiel required for the exercise. Twice-a-day for a week the team unloaded things such as toboggans

and military rations from the CC-130s on a schedule planned in advance, but needed to be checked 24 hours ahead.

Coordination with civil agencies was important, for such things as the use of municipal storage facilities and vehicles, to move and store supplies, and military pallets. Also the large storage tanks that held 35 000 litres of gasoline, purchased by DND last summer, were used to fuel snowmobiles during the exercise.

When the more than 220 members of the Immediate Response Unit and Arctic Response Company Group arrived everything was in place for the exercise as they came face to face with the reality of the Arctic.



A CAF member directs a forklift while unloading a CC130 Hercules 2018s to the airport.

Aurora Borealis above Puvirnitua

FOSTERING TEAM SPIRIT AND HEALTHY COMPETITION

The first ICEMAN challenge was held recently with members of 5 Canadian Mechanized Brigade Group Canada (5 CMBG) Valcartier, Quebec, demonstrating they can meet future challenges.

More than 400 members from the eight units of 5 CMBG attended the ICFMAN challenge which comprised: a 5.5-km walk with a load (13 kg); 8.2-km cross-country ski; 5-km snowshoe; 6-km run and then firing a weapon at a set target.

Many of these events are activities soldiers are called upon to do during their winter training. ♦



A member of 5 CMBG takes part in the cross-country ski portion of the challenge



During the challenge racers had stop and fire at positioned targets.

MARINE SECURITY OPERATIONS CENTRES KEEP CANADIAN WATERS SAFE

Canada's Marine Security Operations Centres (MSOC) officially achieved full operational capability on January 25, but these data fusion centres have been successfully integrating maritime intelligence from five federal government partners for more than two years.

"The MSOCs provide a holistic view of Canadian waters so that all five partners can share information," said Len Bastien, Assistant Deputy Minister (Information Management), the organization responsible for the project. "It gives us a more complete picture of what's happening."

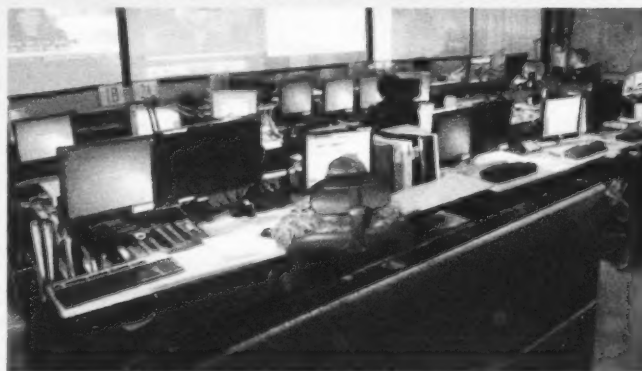
Canada's coastal MSOCs are housed at Canadian Forces Bases Halifax and Esquimaux, where representatives from DND, the Royal Canadian Mounted Police, Fisheries and Oceans Canada, the Canada Border Services Agency, and Transport Canada work together to monitor Canada's coastlines and protect them from possible maritime threats. These threats range from law enforcement issues such as drug trafficking and illegal

migration to encroachment by foreign fishing vessels.

"This isn't strictly a military capability," said Mr. Bastien. "This is ultimately about protecting the Canadian public."

The coastal centres are equipped with innovative web-based tools that allow the partner organizations to collaborate with one another. Analysts can pool their resources, taking the best information from their respective sources to form a complete assessment of a maritime threat. By creating a more complete picture of the risks, analysts can effectively recommend a course of action to the appropriate chain of command so that a suitable response can be planned.

"The MSOC provides a solid operational capability to the Navy and its partners across the Government of Canada," explained Tom Fagan, the MSOC project manager. "I've been a part of MSOC since the early phases of the project life cycle, so to see that evolve from policy, to concept, to design, then to implementation and delivery is something very special."



Analysts collaborate at the Marine Security Operations Centre in Halifax

"The MSOCs provide a holistic view of Canadian waters so that all five partners can share information. It gives us a more complete picture of what's happening."

—Len Bastien



IMPORTANT CHANGES FOR D-PKI SMART CARD USERS

Improvements to the Designated Public Key Infrastructure (D-PKI) have recently been implemented, with changes that impact all DND/CAF smart card users.

D-PKI, that is, PKI technology used on the Defence Wide Area Network (DWAN), is an essential capability that allows users to properly safeguard sensitive information (up to Protected B) when performing a range of activities, such as sending encrypted information via email. It also allows remote access to the DWAN through Tango, provides access to the Canadian Forces Health Information System and other secure applications, and paves the way for the widespread use of secure electronic signatures – all through the convenience and ease of a smart card.

Many of us use this capability in the Defence workplace, but just how has D-PKI changed?

IT'S EASIER TO USE AND EVEN MORE SECURE

The processes for obtaining and managing your D-PKI smart card have been simplified both for users and for those who issue them (Local Registration Authorities, or LRAs). The launch of the IT Service Management Self-Service Portal has transformed the delivery of a number of IT services, and D-PKI is no exception. Requests for D-PKI smart cards can now be submitted directly through the portal.

If you do not have a smart card, please consult the D-PKI Name Subscriber User Guide, which contains detailed information on how to obtain and manage your D-PKI smart card.

Users are responsible for safeguarding sensitive information – making sure information is assigned the appropriate designation and stored and shared in a secure manner. To understand your responsibilities, please consult

the D-PKI Name Subscriber User Guide and the D-PKI User Fact Sheet.

LRAs should ensure they are up to date on the new processes for issuing D-PKI smart cards, which can be found in the LRA Standard Operating Procedures (SOP).

IT'S MORE VERSATILE THAN EVER

One of the most significant enhancements is the cross-certification of D-PKI with the Government of Canada's PKI. This means that users can exchange encrypted emails with their counterparts across the Government, a function previously unavailable to DND/CAF personnel.

Collaborating with colleagues in other departments and agencies is only one advantage of cross-certification. It also allows D-PKI smart card users to access Government of Canada secure applications, such as the Compensation Web Application.

Finally, the enhancements to D-PKI enable secure electronic signatures, a development that promises to modernize the workplace and aligns with transformation initiatives like Defence Renewal. With the ability to replace handwritten signatures with a digital equivalent, the long-awaited paperless environment might finally be a possibility in Defence!

As you can see, the recent improvements to D-PKI have resulted in a more secure, reliable and efficient way to share information within Defence – and across Government.

To learn more about D-PKI, visit <http://img-cgi.mil.ca/subsec/comm/sec/pki-ep/index-eng.asp> or contact your LRA. ♦

OMBUDSMAN OFFICE HELPS THOSE TREATED UNFAIRLY

If you think you have been unfairly treated by the Department of National Defence or the Canadian Armed Forces, the Ombudsman's Office may be able to help you.

Any member of Canada's Defence community can approach the Ombudsman's Office, including current or former members of the CAF, Canadian Rangers and cadets; current or former National Defence employees and Canadian Forces Non-Public Funds employees; as well as immediate family members of all the above. The Office also helps those applying to become members of the CAF or those who are on exchange or secondment with the CAF.

The Ombudsman's ultimate goal is to contribute to substantial and long-lasting improvements for the Defence community members as a neutral third party that will look at questions, issues or concerns with an objective eye.

The Office operates on four key principles: independence, impartiality, confidentiality and informal resolution.

INDEPENDENCE

The Ombudsman reports directly to the Defence Minister. The Office is independent of the military chain of command and senior civilian management, which means it can bring issues of concern directly to the Minister's attention.

IMPARTIALITY

Our focus is on fairness. We are a direct source of information, referral and education but we are also responsible for reviewing and investigating complaints. We are an office of last resort. This means people must go through all other avenues available to them before we investigate. If you are not sure what those are, we can help. If you have a concern with any of the processes, or you feel you have been treated unfairly along the way, we will review your concern and in some cases conduct an investigation.

CONFIDENTIALITY

Any information you share with the Office is treated confidentially. And will not be discussed with anyone outside the Office without signed consent.

INFORMAL RESOLUTION

The Office always attempts to resolve complaints informally and at the lowest level possible. An intake officer is the first point of contact, and will listen to your question or concern and will determine whether a complaint fits within the mandate of the Ombudsman's Office. If it is outside the mandate, they will help identify the contact with the right resource.

The intake officer will provide information or guidance; refer members to the most appropriate person or organization; or forward the issue, if necessary, to an ombudsman complaint analyst for further assessment.

SOME STATISTICS

From April 1 to December 31, 2015, more than 1270 people contacted the Ombudsman's Office. During the same period, the top four questions or complaints received were related to benefits, harassment, medical issues and releases. ♦

If you have an issue or concern or are not sure where to turn, call us toll-free at 1-888-828-3626, visit: www.ombudsman.forces.gc.ca or follow us on Twitter at @DND_CFOmbudsman.

WE ARE READY TO HELP.

Celebrating Excellence

Nominate deserving individuals before March 18

It's time to nominate your deserving colleagues for a Celebrating Excellence Award. These awards are the DM/CDS level awards given to recognize the exceptional work of the Defence Team. Award categories include:

- The Deputy Minister Award for Excellence;
- The DM/CDS Renewal Award;
- The DM/CDS Innovation Award;
- The Deputy Minister Emerging Leader Award;
- The Deputy Minister Sustained Contribution to Defence Award;
- The DM/CDS Award for Management Excellence – Leadership Category;
- The DM/CDS Award for Management Excellence – People Management Category; and
- The General Tom Lawson Team Builder Award.

Make sure to take the time to recognize the hard work of others before the nomination deadline on March 18. More information on how to nominate can be found on the Defence Team strand.

Professional development forum better prepares senior NCMs

A newly established professional development forum was held to ensure senior non-commissioned members (NCMs) are prepared to handle unpredictable and volatile situations at home or abroad.

The Kingston-based Military Personnel Generation (MILPERGEN) Formation HQ, held its first day-long NCM Professional Development Program Review Board in mid-January. The forum focused on the common leadership and professional development programs that are delivered to NCMs across the CAF; to ensure that NCMs are receiving the proper education and training needed to make them more effective contributors to operational and institutional excellence in support of the CAF's security mandate.

"The complexity, uncertainty and volatility of the current operational environment means that our NCMs require skills and understanding that extend far beyond the tactical field," said Major-General Eric Tremblay, MILPERGEN commander.

Key topics such as sexual misconduct and harmonized leadership qualifications helped facilitate discussions. As well, the leader development model – a model comprising personal development, personnel appraisal, and career management; all designed to place the right person with the right qualifications, at the right location and the right time in their career – was presented at the bi-annual event.

"The PRB's [Program Review Board] focus will be to provide an enhanced education curriculum to our most senior NCMs, which was not provided in the past," said Chief Warrant Officer Robert McCann, MILPERGEN CWO. "We are now in a position to better prepare our non-commissioned members in a way to ensure they remain relevant to meet the evolving challenges of the future security environment."

This PRB will greatly contribute to preparing NCMs for the future and will foster a culture of lifelong learning within the CAF.



Senior NCMs participate in the CWO's Forum at RMC Saint-Jean.



NATIONAL FIRE INFORMATION DATABASE - A WORLD'S FIRST

Defence Research and Development Canada (DRDC) and other government departments are developing a national fire information database (NFID), linking national data about health, demographics and crime.

The data that goes beyond fires from the NFID could be used to help answer questions. Such as how successful regional building codes and inspection policies are at preventing fires, how building standards and materials impact fire mortality rates, and how fighting different types of fires affects firefighters' health. This type of information and the resulting insights, once available to fire chiefs and fire marshals across Canada, has the potential to prevent fires and save lives.

Fire safety practices and regulations vary across Canada. There is currently no way to analyze and compare results to assess which protocols work better because the data is kept in individual municipal, provincial and territorial databases. Without a nation-wide repository, it is nearly impossible to compare fire services, safety measures and the effectiveness of fire-related policies across multiple jurisdictions.

"Resources that help fire officials make more efficient, informed decisions are essential to high-risk responder operations such as fires, where the lives of both the responders and the public are at stake," said Dave Matschke, former Fire Portfolio Manager at Defence Research and Development Canada's Centre for Security Science (DRDC CSS), as well as a fire service officer.

This is why the Canadian Safety and Security Program (CSSP), a federal program led by DRDC CSS, in partnership with Public Safety Canada, is supporting an important initiative to create a NFID. Len Garis, Surrey Fire Chief

A National Fire Information Database will help fire officials learn how fires correlate with social and community factors.

and a university professor, is working on this initiative with the Canadian Association of Fire Chiefs and the Council of Canadian Fire Marshals and Fire Commissioners, with oversight from Public Safety Canada.

"The NFID will collect fire information from across Canada, so that fire officials can learn how fires correlate with social and community factors," says Chief Garis.

Although the job of a fire official often depends on quick decision-making, Chief Garis advocates that when fire chiefs aren't in the thick of the action, they "should pursue a more methodological approach. Evidence-based knowledge is becoming a sought after commodity in the first responder community, and experts in the field are developing more tools to provide this kind of knowledge."

For example, Chief Garis, in collaboration with several criminologists, has created a manual called *The Right Decision*, which outlines accessible, step-by-step strategies that fire chiefs can use to make informed decisions. The manual was also adapted for use by police chiefs, and over 75 000 copies have been distributed internationally. The manual is now being adapted for local government workers as well.

"Enhancing the evidence base for decisions affecting safety and security is a central goal of CSSP," said Dr. Mark Williamson, director general of DRDC CSS. "This program is an essential research component in the Canadian science and technology community, and our key priority is to advance solutions that improve public safety for all Canadians." ♦

New DAOD on IT Security Monitoring and Auditing

A new Defence Administrative Order and Directive (DAOD) on information technology (IT) monitoring and auditing was recently approved under the authority of the Assistant Deputy Minister (Information Management).

DAOD 6003-3, Information Technology Security Monitoring and Auditing, establishes an effective IT monitoring and auditing strategy for the IT Security Programme, providing direction to system managers and the IT community on monitoring and auditing requirements.

Monitoring and auditing are critical to IT security services, as they detect security incidents on DND/CAF IT assets, and protect critical IT infrastructure, systems, and services. As such, they help safeguard the confidentiality, integrity and availability of DND/CAF information holdings on which Defence Team members rely to conduct the business of Defence.

IT security monitoring and auditing activities are subject to the provisions of the Privacy Act, and must comply with Government of Canada and DND/CAF policies, instructions, directives and standards in respect of the privacy of DND employees and CAF members.



Defence Ethics Programme

Ethically, what would you do? Personal and professional boundaries in social media

January's online ethics scenario "Ethically, what would you do? Personal and professional boundaries in social media" (<http://lintranet.mil.ca>) focused on an employee's social media activity and generated a great deal of feedback from readers.

Jessica, a fairly new employee with the Defence Team, enthusiastically posted on personal social media sites an up-to-date account of her first out-of-town work assignment, which happened to be at an international meeting.

An ethical grey area

The majority agreed that there is a basic problem with Defence personnel posting political opinions on Facebook. As to other considerations, such as whether posting about a conference is ever or always a problem, views were more mixed. This issue is inherently a grey area, so it must be discussed somewhat differently than usual.

Work-related posts on personal websites represent an ethical grey area. On the one hand, the government has a legitimate interest in self-identified employees or members not disclosing work information that undermines the government in any way, whether via personal opinions or by drawing awkward attention to work-related facts that may be used for partisan purposes against that government. On the other hand, all Canadians have a right to free expression. These two sets of interests can collide.

Employees freely enter into an employment agreement with the administrative agent of the state. They thus agree to curb their rights to free expression in the context of their work in accordance with applicable legal principles and regulations. The positive role of a public servant or military member is either to provide discreet internal advice upwards or to loyally implement lawful political decisions of the duly-elected government, once arrived at. And it can be both. Unintended consequences of posting may undermine the very purpose of the professional group to which the person belongs.

However, the government does not insist as a universal requirement that its agents avoid revealing their job role on personal social media entirely, because this would be at odds with the basic right of free expression. Even if the government might believe that going so far would be the simplest way to minimize its own risks.

What and when to post

If Jessica posted about personal aspects of her work trip—for example, pictures of the town where the meeting took place—then in most circumstances there would be no basis for finding her at fault. There isn't much context to work with here. It was pointed out by one reader that if the meeting was classified Jessica should have received some specific security guidance in advance. Security measures may exist not only to minimize public relations issues, but also for physical protection. (The rules around personal posts for service persons on operations are more demanding and intrusive for just this reason.) By simply not posting in real time, but waiting until the trip was over, Jessica could

have avoided creating a possible safety risk to conference attendees, who could have conceivably been targeted during the event. Of course, such risks are difficult to weigh, but there is no security risk at all in not posting live updates. And it could be argued that any usable work-related intelligence is unnecessary on a personal platform.

The difficulty with digital information is that it is different from off-the-record personal conversation. The potential audience is indefinitely large, and through links and copying, the information lifecycle is unclear and potentially endless. No one would dispute Jessica's right to speak with her friends, without a larger audience, about non-classified aspects of a trip, which is, again, in accordance with her basic right to free expression. This is assuming there was no extraordinary security context of which she should have been made well aware of her employer from the outset if it existed.

Existing policies

All of these remarks are made with reference to personal social media use. Government institutions have well-developed policies around official, work-based social media tools. These policies exist to ensure that risks of inadvertent outcomes—including undesirable impressions—are minimized. By using personal social media platforms to communicate about work, Jessica is blurring her personal and professional identities in a way that does not allow the institution to manage the risks well.

The fact that a relative asked Jessica about her political opinions on her Facebook page does not in itself prove that Jessica made a mistake by posting anything about work there. If her professional identity is evident in her personal social media identity—which as we already noted is permissible in general—someone could always ask for her political views, even though such a question would, of course, show a lack of understanding of her professional obligations. Jessica would do well to briefly and carefully explain in her personal reply why she cannot answer the question in such a forum.

Are there any circumstances in which Jessica should hurriedly delete all her prior posts? If she has discovered herself guilty of a serious breach of security—in accordance with a belated risk assessment by the authorities—then she should, of course, follow whatever advice she is given. Otherwise, as one reader commented, hastily covering one's tracks looks like an attempt to hide an error of judgment. And it also might entail hiding from the authorities, information they need in order to fully understand the risks.

Suggestions for future scenarios are always welcome at: [Ethics-Ethique@ADM\(RS\)](mailto:Ethics-Ethique@ADM(RS)).



F A Q

ASK THE EXPERT

TREADMILL VERSES OUTDOOR RUNNING

Q: The winter weather at my current posting is a lot colder than I am used to. While I love running, I find it hard to motivate myself to train outside when the temperature drops below -25°C, so I find myself running on a treadmill more than I ever have. Someone told me treadmill running is easier than running outside. Is this true, as I am running a half marathon in May and want to be properly prepared?

—Lt(N) Fairweather

A: Dear Lt(N) Fairweather,

Congratulations on deciding to start treadmill running. This is an excellent strategy, particularly during our unpredictable Canadian winters. Many athletes have questioned if treadmill running provides the same benefits as running outdoors and research has shown – these two forms of running are different. The most significant difference is that treadmill running is physiologically easier than running outside. The reduced workload occurs because the treadmill belt assists in leg turnover, making the run faster. Treadmill runners don't experience the wind resistance that comes from moving through the air and from Mother Nature. Also the treadmill platform provides some give which reduces the shock absorbing demands made on working muscles. The great news is that by setting your treadmill at a one per cent incline you can compensate for all these differences.

Treadmill running offers a number of important advantages. It may be the only way to get in a good run on days when the roads are piled with snow or slippery from freezing rain. Many athletes are able to do speed work on the treadmill throughout the winter – including intervals, time trials and tempo running. Treadmill running may also be a safer alternative to running in an area where your personal safety may be at risk. Some treadmills can even be programmed to simulate race courses.

Ideally, I would recommend you run two-three days a week on the road during your race preparation, and one of those days should be your long run. Combine this with two-three days a week speed work on the treadmill and you will enjoy the best of both worlds.

The bottom line is that treadmill running is a great way to prepare for your half marathon, and by setting an incline, it will be as physically demanding as running outside. Hopefully you are blessed with an early spring so you can train less indoors and enjoy more "fair weather" running outside. Good luck in your race.

—Dr. Darrell Menard, MD Dip Sport Med
Darrell.menard@forces.gc.ca



For more information on taking control of your health and well-being, please visit StrengtheningTheForces.ca.

Looking after the WELL-BEING OF FIRST RESPONDERS



Disasters such as these may be rare in Canada, but the impacts can be devastating not only for the affected populations but for first responders and decision-makers as well.

The Simulation, Training, and Exercise Collaboratory (SIMTEC) online training tool helps to enhance the emotional well-being of responders and other emergency management personnel.

In 2006, Dawson College students experienced a school shooting that resulted in two tragic deaths and 19 injuries. In the summer of 2013, Alberta residents experienced rainfall so heavy that catastrophic flooding killed five people and displaced 100,000 throughout the region. Mass casualty incidents and disasters such as these may be rare in Canada, but the impacts can be devastating not only for the affected populations, but for first responders and decision-makers as well.

A large number and variety of responders are involved in responding to a disaster and they are supported by Emergency Operations Centres (EOC) personnel who provide them with strategic and tactical level support. EOCs are usually staffed by senior decision makers from the first responder community with additional support from local emergency organizations such as social services and non-governmental organizations like the Canadian Red Cross.

These individuals must deal with disaster, and loss of life and property, while under enormous psychosocial pressure. The longer-term effects of these experiences can include psychosocial symptoms such as post-traumatic stress, depression, anxiety, and excessive drug or alcohol use. It is important to have timely psychosocial support available to reduce the impacts of traumatic events and help those affected.

"It is vital to look after the psychological and emotional well-being of both the responders who are on the front line of these incidents and those who are working behind the scenes in EOCs," said Dr. Mark Williamson, director general, Defence Research and Development Canada's Centre for Security Science (DRDC CSS).

With initial funding from the DRDC CSS-led Chemical, Biological, Radiological Nuclear and Explosives Research and Technology Initiative (CRTI) and continued support from the Canadian Safety and Security Program (CSSP), the Justice Institute of British Columbia (JIBC) developed SIMTEC. The goal of the project is to help prepare those responding to emergencies to deal with psychosocial pressures. The project was conducted in partnership with Health Canada and in collaboration with Royal Roads University.

"The SIMTEC project was based on the consideration that most decision-makers rarely talk about psychosocial factors and how they would affect the EOC, front-line personnel, and the community," said Rene Bernklau, provincial coordinator, Hazardous Substance Response, British Columbia Emergency Health Services. "Failure to consider the psychosocial impacts of responding to disasters can result in diminished capacity to make informed decisions and long-term psychological impacts."

Part of the solution is ensuring the emotional well-being of affected individuals is considered during the planning and execution of response activities. The goal of SIMTEC was to develop evidence-based, practical tools

and guidelines to address these psychosocial needs. The project resulted in the development of a series of five exercises that simulate various disaster scenarios, as well as numerous resources such as training videos, a family physician's guide for managing patients who have experienced a mass casualty event, educational pamphlets for victims and their loved ones, and more. These are available to emergency management professionals and the public on the SIMTEC website.

"Our objectives were to enhance our understanding of how decision-makers incorporate psychosocial considerations into disaster responses, and to provide them with evidence based information so they can develop better protocols and guidelines when faced with these situations," said Laurie Pearce, SIMTEC research chair. ♦

Keeping fit...

While on deployment crewmembers exercise on the bridge of HMCS Moncton during Op CARIBBE.



HISTORIC MILESTONES



25th ANNIVERSARY of the end of the Persian Gulf War

This year marks the 25th anniversary of the conclusion of the Persian Gulf War. The war began on August 2, 1990 and ended on March 3, 1991.

CAF members deployed to the Persian Gulf region in 1990-1991 to support the UN Security Council Resolutions to liberate Kuwait. Within the overall military operation, Canadians provided detachments of air, sea and land forces. There were no Canadian casualties attributable to combat or military action during the war. In the aftermath of the conflict, Canadians continued to serve in peacekeeping and embargo-enforcement operations in the region.



Pilots on the flight line in Qatar during Op FRICTION, January 7, 1991.



25th
Anniversary
of the Liberation of Kuwait

SOME INTERESTING FACTS ABOUT THE ROLE OF THE CANADIAN ARMED FORCES DURING THE PERSIAN GULF WAR INCLUDE:

- HMCS *Ships Athabaskan* and *Terra Nova* were part of the Canadian-coordinated Coalition Logistics Force, as part of which they escorted the United States Hospital Ships, USHS *Comfort* and USHS *Mercy*, the latter with Canadian medical staff on board.
- HMCS *Protecteur*, an armed oiler-replenisher, serviced all nations involved in naval operations within the Gulf. Five Sea King helicopters were also attached to the Naval Task Group, performing reconnaissance, utility, and command-and-liaison tasks.
- CF-188 jet squadrons with more than 500 personnel performed combat air patrol, escort and reconnaissance missions. For the first time since the Korean War, Canadian air-to-surface attacks were conducted during this conflict.
- A Canadian field hospital with 530 personnel operated with the British division, caring for both British and Iraqi wounded.
- The Air Command Transport Group provided air transport of personnel and cargo.
- This war marked the first time female non-commissioned personnel operated in combat. These trail-blazing Canadian women paved the way for future Canadian combat missions.

Remember the sacrifices and achievements of Canadian Veterans during times of war, military conflict and peace, we help to preserve their legacy for future generations of Canadians. ♦

CAF member HOMING IN ON HISTORY



After leaving his birthplace of Sierra Leone to become a Canadian citizen as a teenager, Captain Sonny Brown has returned to the home of his ancestors—Halifax.

Now an honours and awards staff officer at the 5th Canadian Division Headquarters, Halifax, Capt Brown landed in Winnipeg, Manitoba in 2002 with his family, and became a permanent resident of Canada, after most of his family left civil war-torn Sierra Leone to become UN refugees in Guinea.

Since his arrival at the Army, Capt Brown has learned about the high level of motivation in his new workplace and the historic significance of his last name.

"It feels like a full circle," said Capt Brown of his new hometown, the same town where his ancestors lived and worked two centuries ago.

Brown is an unexpected last name for a fellow from Sierra Leone, a country comprised mostly of Muslim and indigenous citizens. In the late 1700s, a mass migration of more than 500 black Maroons, the term for Caribbean people descended from escaped slaves of mixed African heritage, found safety in Nova Scotia. A number of them took the surname Brown. They were employed by the British to work on the fortifications at Citadel Hill, but disliked the harsh climate and the government's attempts to convert them to Christianity. In 1880, nearly all of the offspring of these Maroons immigrated to Sierra Leone, according to Capt Brown.

Though young and displaced, he was determined to follow his mother's chosen path of a military career. She originally joined the Sierra Leone military as a nurse and is currently working there at the rank of colonel, having chosen not to immigrate to Canada.

"When I was attending the University of Manitoba, I tried to apply to the Navy but I was a permanent resident and you needed to be a Canadian citizen. As soon as I took my citizenship oath I ran to the recruitment office," he laughed.

Nearing his university graduation with a degree in political science, Capt Brown attributes his relatively quick and successful integration into Canada, in part, to the fact that Sierra Leone is a former British colony where English is the official spoken language, along with the Krio (Creole) language. Both languages are used by all 16 ethnic groups who share the country.

Capt Brown learned his trade as an intelligence officer while living in Winnipeg, but eventually moved to Halifax to work with the Navy at the Trinity Intelligence Centre. It was there that his heritage became more than a point of interest for his co-workers.

His recent move from the Navy to the Army and to his current job, one that made sense because he was already working in the Army environment. However, it came with a personal cost: 10 weeks of Common Army Phase training. "I didn't know my body could take that much."